

DD/S&T-1640-63

ADM - 6

14 October 1963

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MEMORANDUM FOR:

O/DD/S&T

SUBJECT:

Criteria for Nomination of DD/S&T Personnel  
for Senior Service Schools

1. I recently had the experience, sitting as a member of the Agency Personnel Advisory Board, to interview and make recommendations for selection on proposed attendees to the Senior Service Schools and the Advanced Management Program of Harvard University for academic year 1964-65. As a result of this experience I should like to pass on to you certain considerations for the guidance of the members of the DD/S&T Career Board in selecting candidates in future years. Those members should also be mindful of these considerations when, in their command capacity as Assistant Directors, they furnish Office nominations to the DD/S&T Career Board.

2. There are two essential points which should be considered in selecting candidates for these institutions. The first point is a philosophical one and addresses itself to the role that DCI expects employees of this Agency to play while in attendance at these schools. In recent months Mr. McCone has addressed himself to this matter and his philosophies have been further expressed on several occasions by the Executive Director. The second point involved is the establishment of criteria which must be met by employees if they are to be equipped properly to play the role envisioned for them by the Director.

3. The Director clearly expects Agency employees attending Senior Service Schools to be sufficiently experienced, professional and mature so that they are properly equipped and knowledgeable to be a true representative of the Agency as such. He expects them to be able to discharge an ambassadorial function on behalf of this Agency with their student colleagues from the other sponsoring Services. In many instances an acquaintance with an Agency representative at any particular senior school will

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represent the initial first-hand contact with CIA personnel by many Service members of the class. Judgments, fortunately or unfortunately, of the calibre of CIA personnel may well be made in these cases by this single contact. While it is difficult, in light of security principles and compartmentation, for CIA to develop at the middle grade level the same type of well rounded officer that is sometimes found in the military services, nevertheless it is essential that this point receive consideration when individuals are being considered for nomination.

4. It is a privilege and not a right of an employee to be nominated for a Senior Service School. Consideration for such selection must not be made solely on the grounds of the innate development the employee receives by attendance at the school, by an affinity between the curriculum of the school and the employee's professional utilization and/or development, or as a reward for sustained meritorious performance. While all the foregoing are legitimate considerations it is no less essential that his ability to represent the Agency and relate it to his student colleagues be seriously considered.

5. Bearing in mind the above it appears to me we should establish within DD/S&T criteria for nominations. I would suggest, at a minimum, such criteria include:

a. At least three years of civilian service with the organization. At the recent selection session one individual appeared whose Agency affiliation consisted of three years as a military detail and less than twelve months as a civilian employee. It would appear to me that a greater length of civilian service is necessary to assimilate the mores of this organization. I should also think that an individual should be a member of the Agency Career Service before being allowed to attend a Service School. I believe that eligibility for membership in the Career Service still calls for three years civilian employment.

b. Attendance at appropriate Agency internal training courses - I am not sufficiently familiar with the current curriculum of the Office of Training to identify specifically those courses which an employee should have as a prerequisite for selection to a Senior Service School. However, attendance at something similar to the Clandestine Services Review Course or the

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**Intelligence Review Course within a reasonable period of time prior to selection seems to be essential. Both of these courses contain current information concerning the Agency organizational structure and its operating components.**

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**6. While there is no immediate urgency in taking action in these matters, I felt it desirable to record these observations while they are still fresh in my mind.**

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**Executive Officer  
Deputy Director  
(Science and Technology)**

**cc: Executive Director  
Director of Personnel**

**Distribution:**

**Orig & 1 - Addressee**

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**DD/S&T: [REDACTED] bb (14 Oct 63)**

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